



# Introducing Analysys: expertise in MVNO business strategies

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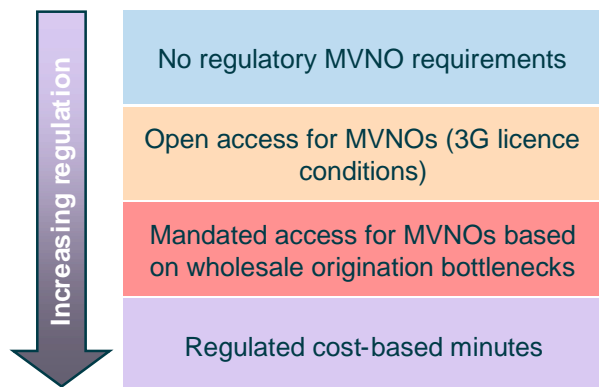
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# Analysys is supporting MNOs in protecting value and MVNOs in creating market opportunities

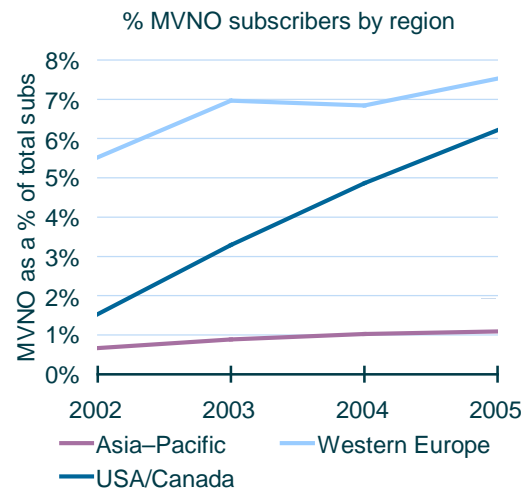
## Regulators are increasingly encouraging MVNOs...

- NRAs in Spain, Cyprus and Slovenia have identified wholesale origination as potential bottlenecks
- 3G licence obligations in Sweden, Hong Kong and Ireland include providing capacity for MVNOs
- Japanese regulator is evaluating MVNO entry



## ...as the global MVNO subscriber base increases...

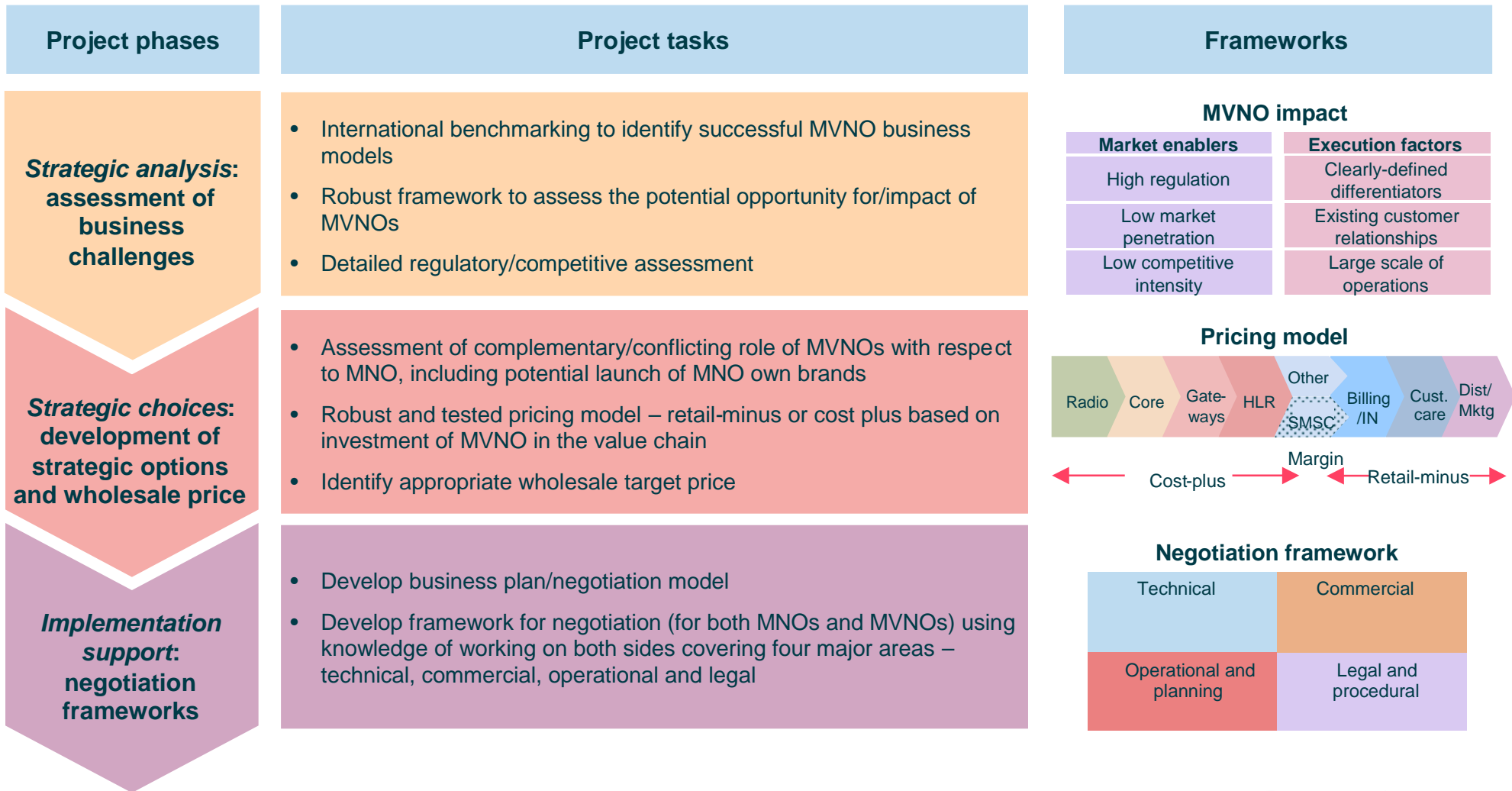
- Western Europe is the leading MVNO global market, with more than 7% MVNO subscribers
- The USA/Canada is the fastest growing market for MVNOs



## ... raising key strategic questions for MNOs and MVNOs

- What is the expected market opportunity for MVNOs?
- What is the most appropriate pricing methodology to follow – retail minus, or cost plus?
- What is the most appropriate approach within the regulatory framework?

# Our international experience of working with both MNOs and MVNOs brings vast experience in the MVNO strategic and negotiation processes



## Analysys has worked with MNOs and MVNOs at all stages of decision-making – strategic analysis, strategic choices and implementation [1]

Project focus	Client type	Key project results
<i>Strategic analysis: European MVNO market entry</i>	Major Asian mobile operator	Identified market-entry opportunities by reviewing a range of MVNO models and assessing the market environment in seven key Western European countries. The final part of the study involved matching the competencies of our client to these opportunities and a detailed assessment of the short-listed opportunities
<i>Strategic analysis: MVNO market entry and negotiation support</i>	Pan-European retailer	Developed a marketing positioning and assessed the commercial attractiveness of the MVNO opportunity and financial impact for potential host mobile network operators. We assisted the MVNO in ongoing negotiations. The key benefit for the client was a rapid learning curve in understanding the key MVNO challenges and negotiation approaches
<i>Strategic choices: MNO strategic approach and framework for MVNO negotiations</i>	Asian MNO	Supported an Asian operator in developing its overall MVNO strategy including assessing the potential role of MVNOs, the regulatory environment and the financial impact on its business plan. The project established a negotiation framework, including a pricing model for wholesale offers
<i>Strategic choices: MVNO strategic options assessment</i>	Asian 3G operator	Assessed strategic options available to a South-East Asian 3G mobile network operator for network deployment (including infrastructure sharing with other operators) and the provision of wholesale services to MVNOs. Our work included the identification of options available to the company together with a financial model to compare these alternative options. The results of the study were used by our client for internal decision-making and for discussions with potential partners

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<i>Strategic choices: 2G MNO to become a 3G MVNO</i>	Asian mobile operator	As part of a 3G licence bid, assessed the potential for becoming a 3G MVNO. A fully integrated 2G/3G business model was built to identify the value of the 3G licence to the operator
<i>Strategic choices/Implementation support: FMC business plan and proposition development for MVNO</i>	Western European fixed operator	Assisted a leading fixed operator in the assessment of a fixed–mobile convergence consumer offer for its MVNO. The project included developing a business plan including definition and sizing of business propositions. The project also involved the definition and assessment of tariff profitability
<i>Implementation support: negotiation framework support</i>	Western European alternate fixed network operator	Refined the client's outline proposition to two mobile operators in order to support the client in partnering discussions regarding MVNO access. The project also refined the client's internal business model taking into account the fallback options to market
<i>Implementation support: negotiation support for MVNO</i>	Western European fixed operator	Provided assistance in the development of its MVNO model and preparation for negotiations with the potential host. Our tasks included analysing MVNO best practice, models and agreements across Europe, the assessment of regulatory issues, and the review of the company's business plan. The results of the project were used to drive negotiations
<i>Due diligence: MVNO business plan assessment</i>	Western European investor	Reviewed an MVNO's business plan and overall business case for an investor. During the course of the project, we benchmarked the basic assumptions underlying the business plan against industry standards to test its robustness, and reviewed the business and organisational strategy. The client revised its investment plan as a result of our work